

# Agenda



## Performance Scrutiny Committee - People

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Date: Tuesday, 29 November 2022

Time: 10.00 am

Venue: Hybrid Meeting

To: Councillors W Routley (Chair), J Cleverly, C Townsend, T Watkins, P Bright, Davies, P Drewett, Jenkins, M Pimm, A Screen and M Al-Nuaimi

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Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declarations of Interest</u>
3	<u>Minutes of Previous Meeting</u> (Pages 3 - 14)
4	<u>Service Area Plans 22-24</u> (Pages 15 - 52)
5	<u>Conclusions of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
6	<u>Scrutiny Adviser Reports</u> (Pages 53 - 62) <ul style="list-style-type: none"><li>a) Actions Arising (<b>Appendix 1</b>)</li><li>b) Forward Work Programme (<b>Appendix 2</b>)</li></ul>
7	<u>Date of the Next Meeting</u> 6 <sup>th</sup> December 2022 at 10am.
8	<u>Live Event</u> To watch the Live Event, <a href="#">click here</a> .

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Date of Issue: Tuesday, 22 November 2022



# Draft Minutes

## Performance Scrutiny Committee - People

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Date: 26<sup>th</sup> July 2022

Time: 10am

Venue: Hybrid Meeting

Present: Councillors W Routley (Chair), J Cleverly, C Townsend, T Watkins, B Davies, P Drewett, D Jenkins, M Pimm, A Screen, M Al-Nuaimi.

Cllrs Jason Hughes and Stephen Marshall (Cabinet Member for Social Services (Job Share)), Sally Anne Jenkins (Strategic Director for Social Services), Mary Ryan (Head of Adult Services)

Samantha Schanzer (Scrutiny Advisor), Emily Mayger (Governance Officer), Neil Barnett (Scrutiny Advisor)

Apologies: Cllr P Bright

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### 1. Apologies for Absence

Cllr P Bright

### 2. Declarations of Interest

None

### 3. Minutes of the Previous Meeting: held 12<sup>th</sup> July 2022

The minutes of the previous meeting held 12<sup>th</sup> July 2022 were **accepted as a true and accurate record.**

### 4. Children's Services End of Year Report

Invitees:

**Sally-Anne Jenkins - Strategic Director of Social Services**  
**Councillor Stephen Marshall – Cabinet Member for Social Services**  
**Councillor Jason Hughes – Cabinet Member for Social Services**

The Cabinet Member for Social Services (highlighted the continued work of staff thanked them.

The Strategic Director introduced the report.

The Strategic Director highlighted that part of the year was subject to pandemic restrictions however staff continued to deliver almost all services. The Strategic Director highlighted the dedication and commitment to the vulnerable by staff.

The Strategic Director informed the committee an assurance check had been performed by the Care Inspectorate Wales and their comments showed that the services had been delivered safely and effectively. The Strategic Director felt that the report showed that staff in Children's Services continued to work creatively and innovatively despite past and continued challenges.

The Strategic Director highlighted the continued development in residential care and stressed that they had a strong commitment to developing enhanced provision for the children of Newport. The Strategic Director commented that Newport City Council was ahead of other Local Authorities ending profit in children's social care and this was due developing its own provision.

The Strategic Director informed committee that Windmill Farm should be opened shortly and that the builders were expected to handover Social Services within the fortnight.

The Strategic Director informed committee that they had been able to support asylum seeking children not only within Newport but regionally due to the level of their expertise.

The Strategic Director acknowledged that there had been an underspend but informed committee that this was not an indicator that the service areas did not need the resources allocated. The Strategic Director informed committee that they had received funding and grants from Welsh Government that had assisted in their budget, but that was coming to an end.

The Strategic Director highlighted that they were keen to drive Corporate Parenting forward and to act proactively but there had been delays nationally. The Strategic Director echoed the Cabinet Member's words of thanks and congratulations to service area staff.

The committee thanked the Strategic Director and her teams for the work done despite the challenges and added their appreciation for the videos.

### **Questions:**

The committee asked whether the Strategic Director of Social Services foresee any challenges resulting from the Basic Income Pilot for care leavers?

- The Strategic Director acknowledged the concern for the safety of young people within the pilot and any resulting challenges. The Strategic Director assured committee that the primary focus would be on supporting young people within the pilot to remain safe. The Strategic Director highlighted that they had successfully raised with the Welsh Government to change payments from monthly to a fortnightly and rent would be payable directly to Landlords. The Strategic Director informed committee that they had already identified all 43 children within Newport that would be eligible for the pilot. The Strategic Director felt that the small number would enable the service area to work closely with the identified children.

The committee asked what was identified as needing improvement, how long would this take, and did they foresee any difficulties?

- The Strategic Director informed committee that they could supply the report from Care Inspectorate Wales to the committee for detail. The Strategic Director highlighted that there was nothing that required an Action Plan or Emergency Action and things that had been commented on were already expected to be outlined in the report. The Strategic Director noted that the feedback raised ongoing issues with workforce and recruitment. The Strategic Director informed committee that this was affecting the whole public sector on all levels and that there were provisions are in place.

The committee asked when the funding and grants from Welsh Government were received.

- The Strategic Director informed committee that grants were received throughout the year that were distributed in various ways such as for placements and direct to families.

The committee highlighted that Family Court cases were in red and had historically been a difficulty. The committee asked how the service was planning to improve this.

- The Strategic Director informed committee that there had been difficulties that had resulted from delays in the Family Courts which were out of their control. The Strategic Director assured committee that there had been national discussions improving the system which Newport had been involved in. The Cabinet Member for Social Services highlighted that despite delays in this area, the service has provided excellent diversionary work such as Baby and Me to avoid getting to the fourth stage. The committee were concerned with the back log and any Safeguarding concerns it caused. The committee suggested that there should be an update on this topic in future.

The committee asked whether the underspend would be redistributed within the service or into the Newport-wide pot?

- The Strategic Director informed committee that it would be a mixture. The Strategic Director highlighted that there was work ongoing to look at the challenges around the Children's Services budget 2022/2023 and this would be detailed in a later report.
- The Strategic Director informed committee that a breakdown of the redistribution could be circulated to committee for information.

The committee noted that the Service Area Risk graph could be presented in a clearer way with collaborative work. The committee asked whether there was a set date for the committee to visit Windmill Farm after its completion.

- The Strategic director of Social Services confirmed that as soon as the building was handed back to them from the builders that a visit would be organised.

The committee were concerned with the delays preventing the completion of Windmill Farm and asked for confirmation on when it would be completed.

- The Strategic Director highlighted that they were still waiting for the building to be handed back from contractors and that many delays were out of their control

including bats, material costs and water supply issues. The Strategic Director was confident that it was almost complete and reassured the committee that work had already been done with Care Inspectorate Wales for registration, as well as ongoing work and funding allowing them to bring in the staff for training and experience whilst the delays were ongoing.

The committee asked how many children could Windmill Farm accommodate?

- The Strategic Director confirmed that 4 children could be accommodated and additionally had 4 small 1-bedroom homes as extra emergency accommodation separate to the main house. The Strategic Director stressed that it would be short to medium term accommodation to understand the children's specific placement needs.

The committee asked would Windmill Farm cater to children with specific needs that otherwise would be placed out of county

- The Strategic Director confirmed that it would be and informed committee that they had received funding for this. The Strategic Director stress recognised that all good quality residential care would be expensive, but they are able to meet the needs of the children more effectively with local provision.

The committee asked whether there was a date that Windmill Farm could begin to house children

- The Strategic Director informed committee that their aim was September but would be by October. The Cabinet Member for Social Services recognised the work done by the previous Cabinet Member.
- The committee acknowledged this and welcomed to the two new Cabinet Members to the position and the role within this committee.

The committee asked if there would be a specific opening date for the Rosedale Annexe.

- The Strategic Director informed committee that it would be later than previously thought due to similar delays that had affected in Windmill Farm. The Strategic Director confirmed the date when known to committee.

The committee asked whether there were plans for Cambridge House.

- The Strategic Director informed committee that they were still undecided about the use of Cambridge House and that there were ongoing discussions on how best to use it. The committee asked whether there were any legal definitions or covenants on Cambridge House and asked how the property was required.
- The Strategic Director confirmed that there was no covenant that restricts the usage of the property however she was not aware of how the property was required.

The committee asked for an explanation on the apparent lack of progress for the children exploitation response model.

- The Strategic Director informed the committee that there had been significant progress in this area, but the work reported was slower due to the scale. The Strategic Director highlighted the work of a previous colleague in developing an Exploitation Toolkit which has been used in Newport and is now being rolled out to other local areas. The Strategic Director highlighted that this involves wider working with schools, parents, families, and police in addition to internal work.
- The committee highlighted that an action showing 50% stagnation was also marked completed and questioned how this could happen. The Strategic Director informed the committee that the evaluation has yet to be completed but a large portion of work has been completed.

The committee asked whether there were safeguarding measures in place for arriving asylum seekers.

- The Strategic Director informed committee that they had high level of expertise to be able to work with these children... The Strategic Director highlighted the efforts that had been made with foster parents to be able to meet the children's needs. The Strategic Director informed committee that legislation from Welsh Government changed regularly and they are mindful that there is potential future pressure from working with Ukrainian children.

The committee asked why the measures to retain staff are showing as green when there was a workforce issue.

- The Strategic Director acknowledged the challenges with staffing were a national and ongoing issue, but the specific measures planned by the service area had been implemented and thus marked as completed. The committee requested that the workforce problem would be presented as an ongoing issue so that the committee could be assured that the service was working to improve it.

The committee asked for clarification on how an 80% can be both amber and green when looking at the Public Law working group.

- The Strategic Director highlighted that it was a substantial piece of work which has seen delays. The Strategic Director noted that the project was ongoing as and continued to change but the service had completed the actions set out and thus marked it as green.

The committee asked about how 0% in relation to Corporate Parenting could be marked as both red and green and when could progress be expected.

- The Strategic Director advised that they were waiting on guidance from the Welsh Government and that this was out of their control but believed that it would be soon as the delays had arisen from the pandemic.
- The committee advised the preference of listing the action as red and including the explanation as further commentary.

The committee asked what impact the pandemic had had on work experience and mentorship for CLAs and how could it be prioritised

- The Strategic Director informed committee that prior to the pandemic there was a scheme for looked after children where each would have individual and specialist support. The Strategic Director that this should improve soon and that the Basic Income Pilot should also have a positive impact.

The committee asked whether there would be any monitoring on spending for the Basic Income Pilot?

- The Strategic Director informed committee that there would not be and was out of their control as it is a Welsh Government scheme. The Strategic Director highlighted that their duty was to support and work with them to ensure the money is spent safely.

The committee enquired about the lack of social housing options and the quality of the social housing that is available.

- The Strategic Director informed committee that work had been done to address these issues and to try to offer more variety of choice. The Strategic Director highlighted the expansion of the 'When I'm Ready' scheme and its positive, preventative impact.

The committee asked for an update on the recruitment of foster carers and the training provided to them

- The Strategic Director informed committee that work is still ongoing and there has been an emphasis on expanding the number of specialist foster carers. The Strategic Director informed committee that there is rigorous training for all foster carers to complete and specialist training courses are mandatory for those foster carers taking on children with specialist needs.

The committee commented on the complexity of the performance measures presented on the National level.

- The Strategic Director advised that it was required to be presented in that way but offered to have a separate session in which they could advise the committee on understanding the data.

The committee asked for clarity data regarding children that ceased to be looked after.

- The Strategic Director explained that there were many reasons for children to leave care such as returning to their family, being adopted, or turning 18 etc and the data was unable to provide context.

## **5. Adult's Services End of Year Report**

**Invitees:**

**Mary Ryan – Head of Adult Services**

**Councillor Stephen Marshall – Cabinet Member for Social Services**  
**Councillor Jason Hughes – Cabinet Member for Social Services**

The Cabinet Member for Social Services introduced the report. The Cabinet Member for Social Services thanked staff for their work and resilience.

The Head of Adult Services presented the report.

The Head of Adult Services felt positive despite increasing pressures. The Head of Adult Services informed committee that there are issues with staffing and so was important to be mindful when delivering services to ensure that the most vulnerable receive help.

The Head of Adult Services highlighted the emphasis on ensuring that people are being kept out of hospital during winter where possible and safe and cared for at home. The Head of Adult Services informed committee that this has been done by using funding to concentrate on carers who support people in the community.

The Head of Adult Services informed the committee about the accreditation that Newport gained as an Older Person City.

**Questions:**

The committee asked whether there was a date for the development of a regional appointeeship service to begin.

- The Head of Adult Services informed committee that they had been working closely with Caerphilly and that the appointeeship service is almost self-funding. The Head of Adult Services informed committee that there is also a deputyship that helps ensure that money is used wisely and those who required a deputyship will have been managed by Caerphilly with the next step being the appointeeship. The Head of Adult Services confirmed that they were satisfied with the partnership with Caerphilly and that the scheme needed to grow. The Head of Adult Services explained that there was not a timescale in having a regional service as the work is ongoing.

The committee asked for an explanation of appointeeship and deputyship.

- The Head of Adult Services explained that an appointeeship was a service supplied by the council to help those who couldn't manage their own money by giving them allowances and supporting them to manage their own finances. The Head of Adult Services explained that a deputyship dealt with those who had a considerable amount of money to ensure that they are looking after that in the most effective way as a form of safeguarding.

The committee what was being done to address staffing shortages and reduced capacity in home care.

- The Head of Adult Services informed committee that they had taken part in panel groups that have looked at what could be done at every level. The Head of Adult Services informed committee that Newport outsources its domiciliary care and has been in a good position working with a range of providers. The Head of Adult

Services expressed concern for the future as many carers are leaving the profession which is causing the shortage in addition to the need for consistency for cared for people

The committee queried grants and funding for carers such as grants to assist with driving lessons.

- The Head of Adult Services confirmed that there is a process for over 18 carers to apply for assistance to help with driving lessons if there was an issue preventing them from a career in care work and can be explored for informal carers.

The committee asked for an explanation for the underspend.

- The Head of Adult Services informed committee that it was for similar reasons to Children's Services where there had been funding and grants available during the pandemic. The Head of Adult Services informed committee that they were still looking at how that underspend would be brought forward.

The committee asked how the lack of growth in appointeeship Regional Services would impact on the service going forward.

- The Head of Adult Services explained that as they had been working in a hybrid model with Caerphilly where they have taken on some of the deputyship work as the waiting list only had a two-person backlog. The Head of Adult Services confirmed that they would continue working with Caerphilly. The Head of Adult Services noted that the larger issue in this area was the direct payment service and allowing people to be able to manage their own care.

The committee asked when the integration of the frailty team would be completed.

- The Head of Adult Services informed committee that the work in this area started before Covid-19 and then became more hospital based. The Head of Adult Services informed committee that they were now making progress. The Head of Adult Services informed committee that they have considered an IAA hub with the frailty team built in to be able to provide wraparound care attached to frailty. The Head of Adult Services noted that there should be some progress on this by December.

The committee asked whether people would be able to arrange their own care and whether the service area would have checks in place?

- The Head of Adult Services explained that where there is a care need, there would initially be discussions on whether care could be provided by family with financial assistance before considering a care agency. The Head of Adult Services informed committee that this arrangement was not available in all areas of Wales as some areas don't allow payment to go to family members and there was an aim at ensuring a fair and equitable service payment across the nation. The Head of Adult Services noted that the payment wouldn't be stand alone and that there would consistent reviews.

The committee asked for reassurance and an update about plans for the Day Opportunities Development of Outreach Service.

- The Head of Adult Services informed committee that during the pandemic, many centres closed which enabled work to be done to consider the provision was aligned with service user requirements. The Head of Adult Services informed committee that they had reviewed the systems and implemented a hybrid model.

The committee asked for assurance that they were operating under DOLS until the about the Liberty Protection Safeguards were implemented.

- The Head of Adult Services confirmed this noted that the change to LPS would occur within a few years. The Head of Adult Services informed committee that they have used the time to ensure up to date training in the Mental Capacity Act. The Head of Adult Services offered to arrange a session for committee on the Mental Capacity Act and differences between DOLS and LPS. The committee questioned the stagnation shown in item 1 regarding Early Intervention and Prevention. The Head of Adult Services informed committee that pressures on the workforce had lowered the opportunities for development.

The committee asked how effective Home First had been at increasing hospital discharge from hospitals.

- The Head of Adult Services highlighted that the Home First model is used prior to hospital admission ensure that people have appropriate care and only those who are medically unwell are in hospital. The Head of Adult Services confirmed that they could provide the committee with the information and statistics from a Newport perspective.

The committee asked about the impact of stagnation in the regional appointeeship service and whether current recruitment would improve the outcome.

- The Head of Adult Services informed committee that the impact was at a manageable level but there were plans to move on it as it will become full. The Head of Adult Services confirmed that they had supported those within the service where they could increase capacity elsewhere... The Head of Adult Services assured committee that there had been improvements since the report was written, as well as a movement of resources to support the appointeeship team.

The committee asked for clarity regarding the new Welsh Government framework and the inconsistency with the RAG markings.

- The Head of Adult Services explained that the green percentage was due to the area having done everything they could making it effectively completed on their end. The Head of Adult Services informed committee that there would be changes and noted that maybe more of an explanation within the report was necessary.

The committee highlighted the repetition of certain areas such as the implementation of LPS within the report.

- The Head of Adult Services explained that objectives within major projects can fall under different areas but agreed that they could all be consolidated for clarity. The Cabinet Member for Social Services asked that if Members were aware of any unpaid carers to let the department know to ensure that they get the amount they are entitled to.

The committee highlighted that staffing was an overarching issue and asked whether anything was being done to address this on a Welsh Government or UK level.

- The Head of Adult Services informed committee that there were local, regional, and national task forces looking at this. The Head of Adult Services highlighted that there had been an implementation of a significant fee uplift towards the commissioner services and residential nursing care. The Head of Adult Services noted the previous focus on value for money versus the current focus on ensuring that needs are met for residents and the necessity of being able to run an effective, fair, and meaningful service. The Head of Adult Services highlighted the focus on trying to attract and retain staff by looking at career paths and other ongoing projects.

The committee asked what the impact would staffing issues from this year have going forward.

- The Head of Adult Services informed committee that if there was not enough care in the community, there would be a rise in the need for residential care at a cost to the council. The Head of Adult Services informed committee that there was a worry around the development of direct payments and whether people would need to come to the council for care packages. The Head of Adult Services highlighted that people would stay in hospitals for longer than they need to if these issues occurred.

The committee asked for an update on the project supporting young carers.

- The Strategic Director confirmed to the committee that the projects have been going well including the launch of the Young Carers Identity Card. The Strategic Director highlighted that there had been more funding received for Families First as well as poor children's services.

The committee asked what impact the increase in contacts received by adult services would have.

- The Head of Adult Services highlighted that the data included signposting people and was not necessarily the total number of people taken on. The Head of Adult Services noted that no data was collected from 2019 to 2020.

The committee thanked the invitees for their attendance and asked them to leave the meeting.

## **6. Conclusions of Committee Reports**

The committee felt that the reports were comprehensive and thanked the Officer's and their teams for their hard work throughout their service areas.

The committee asked that a copy of the letter provided to Children and Young People's Services regarding the Care Inspectorate Wales' findings be circulated to committee for information.

The committee asked that a breakdown be provided detailing where the underspend for Children and Young People's Services be circulated to committee for information.

The committee asked that once a date is confirmed for the handover of Windmill Farm, a visit be arranged to site for committee.

The committee asked that information sessions be scheduled for them and Heads of Services/Strategic Directors to detail the differences between DOLS and LPS and to go through national performance measures in more detail.

The committee asked that information specific to the Newport area be provided regarding the Home First initiative.

The committee raised some comments on presentation:

- They noted that the Service Area Risk graph and table could be presented on its own page with context provided for both reports for clarity.
- They noted that they found it misleading where areas were a) marked complete but work was still ongoing and b) a N/A was shown where work was still ongoing.

The committee welcomed the partnership between the Cabinet Members and Directors/Heads of Service.

## **7. Scrutiny Adviser Reports (Pages 55 - 60)**

The Scrutiny Advisor reported to the committee that there was not a Forward Work Programme at that time, and it would be presented to committee as soon as possible.

## **8. Date of Next Meeting:**

**13<sup>th</sup> September 2022 at 10am.**

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# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: 29<sup>th</sup> November 2022

### Subject Council Service Plans 2022 - 2024

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Sarah Morgan	Head of Education
Caroline Ryan-Phillips	Head of Prevention and Inclusion
Cllr Deborah Davies	Cabinet Member for Education and Early Years
Cllr Deborah Harvey	Cabinet Member for Community Wellbeing

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

- 1.1 The Committee is asked to consider and evaluate the following Service Plans which include the service area's priorities: Projects, Objectives and Actions, Performance Measures, and Risks. Service Plans attached as:
- **Appendix 1** – Education
  - **Appendix 2** – Prevention and Inclusion
- 1.2 To consider whether the service plans provided support and contribute towards the delivery of the Council's Corporate Plan 2022-27 and deliver continuous improvement for service users.

### 2 Context

#### Background

- 2.1 The Corporate Plan 2022-27 has four Well-being Objectives to support its mission an '*Ambitious, Fairer, Greener Newport for Everyone*'. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. Each service plan outlines its own priorities and how the service area will contribute towards the Corporate Plan 22-27.
- 2.2 The Well-being of Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being Objectives in their Corporate Plans. To achieve this goal the Council's Corporate Plan 22-27 has four Well-being objectives that will prioritise our focus over the next five years and beyond:

- Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
- A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
- Newport is a supportive city where communities and care are at the heart of what we do.
- Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

2.3 To deliver these objectives each service area will produce a service plan that will outline how the service area will support the delivery of the Corporate Plan 22-27. Formal monitoring of the Service Plans will commence from 1<sup>st</sup> January 2023 (Quarter 3) and cover the period to 31<sup>st</sup> March 2024. These plans will be monitored every quarter and at the end of 2022/23, service areas will complete an End of Year review on the progress against this plan which will be presented to the Performance Scrutiny Committees. This report presents Members with the Year-End Reviews for each Service Plan and Appendices for:

- **Appendix 1** – Education
- **Appendix 2** – Prevention and Inclusion

### 3 Information Submitted to the Committee

3.1 The following Service Plans which include: Projects, Workforce Development, Objectives and Actions, Performance Measures, and Risk Register, and are attached as:

- **Appendix 1** – Education
- **Appendix 2** – Prevention and Inclusion

Each Service Plan will include the following:

<b>Projects</b>	<p>These are projects which will contribute towards the delivery of the Corporate Plan or improvement to the delivery of services.</p> <p><i>Note: Scrutiny Members need to note that there will be projects which will have TBC against the Transformation Plan. This is due to the Executive Board reviewing and confirming those projects which will be included in the Council's Transformation Plan and/or will be delivered through the service area.</i></p>
<b>Workforce Development</b>	<p>This area relates to the work which service areas in collaboration with the Council's Human Resources team are undertaking to improve the development of staff and any recruitment activity.</p>
<b>Objectives and Action Plan</b>	<p>These will focus on delivering change, improving the delivery of services and supporting the Corporate Plan, strategies and Regional/National objectives.</p>
<b>Performance Measures</b>	<p>These will support Service Areas to deliver the objectives in the Corporate Plan and meet statutory duties. Performance measures will either have targets set against them or be compared to the previous year's performance where targets cannot be set.</p>

<b>Risk Register</b>	<p>This allow service areas to identify new and existing risks to the delivery of services, and assess whether the risk should be escalated to the Corporate Risk Register and determine risk mitigation actions.</p> <p><i>Note<sup>1</sup>: Scrutiny Members will note Risks with ‘TBC’. This is due to Risks being subject to risk assessments and final approval either by the Executive Board and/or Director.</i></p> <p><i>Note<sup>2</sup>: The Council’s Governance and Audit Committee is responsible for ensuring the Council has effective and efficient risk management arrangements in place.</i></p>
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## 4. Suggested Areas of Focus

### Role of the Committee

<p><b>The role of the Committee in considering the report is to:</b></p> <ul style="list-style-type: none"> <li>• Assess and make comment on: <ul style="list-style-type: none"> <li>○ How the service plan outlines its own priorities and how the service area will contribute towards the Corporate Plan 22-27.</li> <li>○ Objectives and actions are achievable within the required timeframes based upon resources.</li> <li>○ Performance measures to underpin the delivery of services. Where targets are set, are these achievable based upon resources of the service area.</li> <li>○ Risks identified underpin the key risks that will prevent the achievement of corporate and service objectives.</li> <li>○ Presentation of the information to enable Scrutiny to undertake its role.</li> </ul> </li> <li>• In drawing its conclusions, the Committee should assess: <ul style="list-style-type: none"> <li>○ What was the overall conclusion on the information contained within the reports?</li> <li>○ Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the Service Plans?</li> <li>○ Are there any areas in the report that are missing and/or require further clarification?</li> <li>○ Does the Committee wish to make any Comments / Recommendations to the Cabinet?</li> </ul> </li> </ul>
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## Suggested Lines of Enquiry

4.1 In evaluating the Service Plans performance and, the Committee may wish to consider:

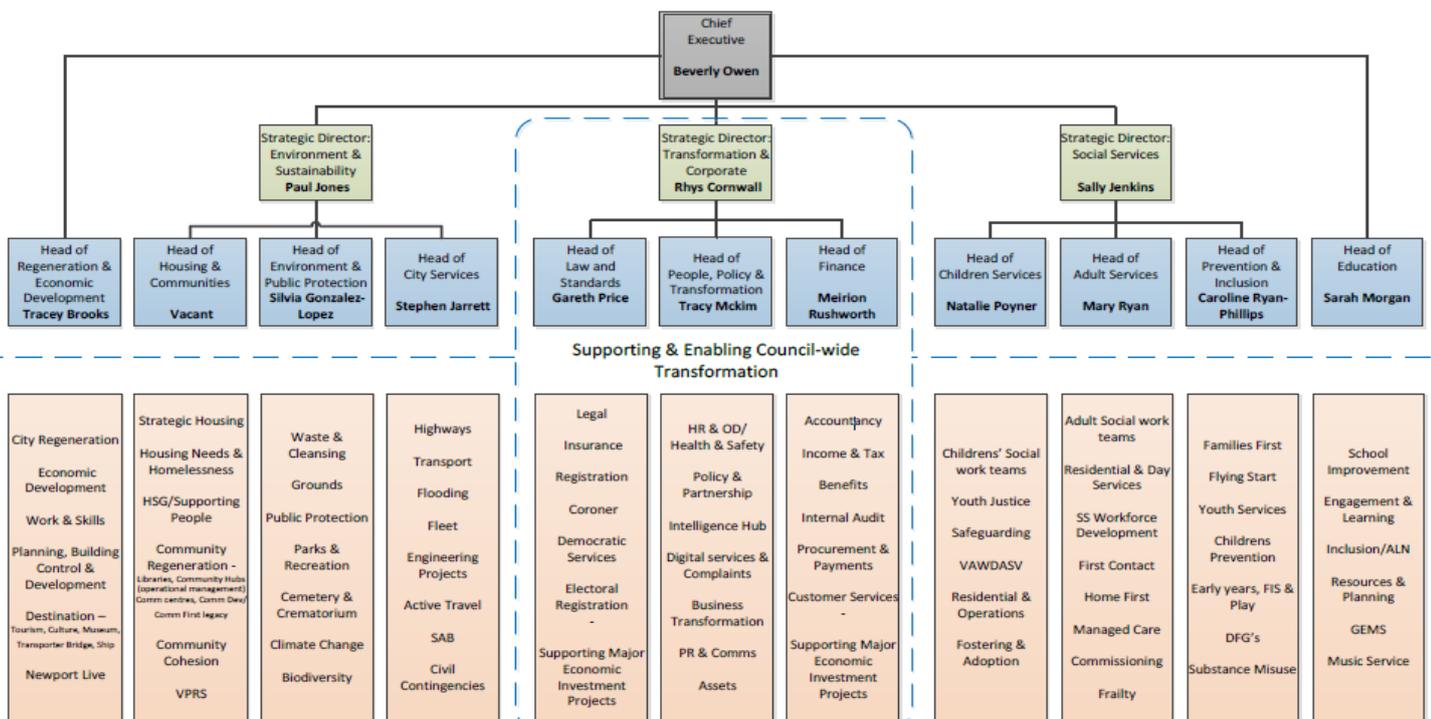
- Whether the service area has fully considered the impacts of Covid-19 and other external pressures in the delivery of their objectives?
- Are targets sufficiently challenging and balanced between being realistic and robust especially in light of the current internal and external pressures of the Council?
- Objectives and Actions support the Council’s Well-being Objectives and Strategic Priorities of the Council. Are there any gaps and/or areas that should be considered.
- Are actions appropriately contributing to the Well-being objectives and Strategic Recovery Aim(s) listed?
- How have the proposed actions been prioritised?
- How will progress be measured / demonstrated?

## Section B – Supporting Information

### 5 Overview of Council Structure:

5.1 Newport City Council has 11 service areas which sit within the directorate portfolio. Each service area will produce a service plan that will contribute towards the delivery of the Corporate Plan 22-27.

The Council’s structure is demonstrated below:



## **6 Links to Council Policies and Priorities**

- 6.1 All service plans support the delivery of the Council's Corporate Plan 2022-27. Service Plans may also consider other internal strategies, strategic plans and external strategies such as the Climate Change Plan, Strategic Equalities Plan, Welsh Language Plan. Members will need to consider these as necessary.

## **7 Impact Assessment:**

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

- 7.1 For the purpose of this report, the service plans presented support the Council's Corporate Plan 2022-27. The Council's Corporate Plan 2022-27 has been subject to scrutiny by the Council's Overview and Scrutiny Management Committee in September 2022.
- 7.2 In the development of the Corporate Plan, the Council has completed a Fairness and Equality Impact Assessment (FEIA) which can be found with the Cabinet Report [here](#). The service plans presented support the Council's Corporate Plan Well-being Objectives. Where specific decisions are made against the delivery of the Corporate Plan and service plans, these will be subject to separate FEIAs reviews as determined against the Council's governance arrangements.

## **8 Background Papers**

- [The Essentials - Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2022-2027](#)
- Education Service Area Plan
- Prevention and Inclusion Service Area Plan

Report Completed: 29<sup>th</sup> November 2022

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# Education Services Service Plan 2022-24

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Deputy Leader and Cabinet Member for Education and Early Years	Deb Davies
Chief Executive	Beverly Owen
Head of Service	Sarah Morgan

## Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission 'To be confirmed' and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Education Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Education Services is part of the Council's Chief Executive Directorate and is responsible for supporting nine secondary schools; 43 primary schools; and a nursery school. In addition, there is a pupil referral unit and two special schools. The number of establishments within the school estate will therefore remain, as it is now, at 57. Newport is one of five local authorities in the EAS regional consortium for school improvement. The service consists of 12 teams that provide the following support:

- Education Planning & Development
- Early Years
- Education Welfare
- Gwent Education Minority-Ethnic Support (GEMS)
- Gwent Music
- Healthy Schools
- Additional Learning Needs
- Inclusion Advisory Service
- School Admissions
- Pupil Referral Unit
- Youth Engagement and Progression
- Regional Schools Liaison Officer for Service Children

## Education Service Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering 5 objectives:

- Objective 1** - School Improvement – To improve standards, and progress, for all pupils, in learning & skills through high quality teaching and learning experiences and leadership in all schools.
- Objective 2** - Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils
- Objective 3** - Inclusion & Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.
- Objective 4** - Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.

**Objective 5 - Leadership and Management** – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.

## Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported (TBC)	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>21<sup>st</sup> Century Schools- Ysgol Gyfun Gwent Is Coed</b>	This project will support improvements to the Council's overall asset management by replacing a poor-quality teaching block with new accommodation suitable for ensuring that the school is able to deliver all aspects of the secondary school curriculum.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 4 2022/23
<b>21<sup>st</sup> Century Schools- Bassaleg School</b>	This project will support improvements to the Council's overall asset management by replacing poor quality and demountable classrooms with new accommodation. The project will also support the sufficiency of school places by increasing the overall capacity of the school.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 2 2023/24
<b>21<sup>st</sup> Century School- Saerleon Comprehensive School</b>	This project will support improvements to the Council's overall asset management by replacing poor quality and demountable classrooms with new accommodation.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 4 2024/25
<b>21<sup>st</sup> Century School- New School at Whiteheads</b>	This project will support the sufficiency of school places through the creation of a new 3-form entry school to which the oversubscribed Pillgwenlly Primary will relocate.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>21<sup>st</sup> Century Schools – St Andrews Primary School</b>	This project will provide replacement accommodation for this school following the closure of the previous junior building on health and safety grounds.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>New Welsh-medium Primary School</b>	This is a £5.8m grant funded project which will see the establishment of a new Welsh-medium primary school to support Welsh Government's Cymraeg 2050 charter.	Well-being Objective 1	TBC	Assistant Head of Education - Resources	Quarter 2 2024/25
<b>Delivery of Education - Millbrook Primary School</b>	To ensure interim continuity of education for pupils on roll at Millbrook Primary School before provision can resume at the main site.	Well-being Objective 1	TBC	Assistant Head of Education – Resources	Quarter 3 2022/23
<b>Education Service Rapid Review Programme</b>	To establish a programme of 'Rapid Service Area Reviews' to evaluate the quality-of-service delivery, share good practice and to develop a learning culture across all service areas.	Well-being Objective 1	TBC	Deputy Chief Education Officer	Quarter 4 2023/24

## Workforce Development

To support workforce development across the Education Services, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Upskill current employees and focus on recruitment and Welsh being an essential criterion.	More Welsh-medium education provision requiring more Welsh speakers working within central education services	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduction of 'Rapid Reviews' of service areas with a focus on developing the leadership and management skills of employees.	Improved leadership skills of all leaders, across the service, which are required for peer support and challenge, and to ensure additional quality assurance and improvement systems are in place.	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Introduce and action the outcomes of the OECD Learning Organisation Survey with all Education Service Employees.	All employees in the service develop the skills and capacity to adapt routinely to new environments and circumstances to improve learning and performance outcomes.	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2023

# Service Area Objectives and Action Plan 2022-24

<b>Objective 1</b>		<b>School Improvement – To improve standards, and progress, for all pupils, in learning &amp; skills through high quality teaching and learning experiences and leadership in all schools.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage, motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Digital Strategy</b> <b>Welsh In Education Strategic Plan</b> <b>Estyn Inspection Recommendation 1</b> <b>Strategic Equality Plan</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language.				
<b>Page 26</b>		<b>Strategic Equality Plan</b> <b>Digital Strategy</b> <b>Welsh in Education Strategic Plan (WESP)</b>				
<b>Objective Owner(s)</b>		<b>Deputy Chief Education Officer</b>				
<b>Communication Support / Promotion (Yes / No)</b>		No				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	(Estyn Rec 1) Monitor, evaluate and review the implementation of the EAS (Education Achievement Service) Business Plan 2022-24 and the Newport priorities detailed within the plan; to ensure the service provides value for money.	Schools are effectively supported by the EAS to accurately evaluate their performance, identify priorities for improvement and plan for these in their SDPs.  Standards and learner progress in learning and skills improve over time.	WBO 1 / Strategic Priority 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023

2	Work in partnership with the EAS and schools to implement the Framework for Evaluation, Improvement and Accountability, as a key contributor to the self-improving system.	Schools are supported by the LA, EAS through a clear framework of evaluation, improvement, and accountability to embed effective improvement arrangements, whilst implementing the new curriculum and associated reforms.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
3	To refine systems and processes to ensure the LA effectively hold the EAS to account for the impact of the support it provides to schools and settings. With a focus on making effective use of regional and local data and intelligence to monitor the effectiveness support for curriculum implementation.	There are clearly defined roles and responsibilities between the LA and EAS, which is supported by an effective school improvement infrastructure, which reduces variation in the quality of teaching and learning to support delivery of the new curriculum in schools.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
Page 27 4	In partnership with the EAS provide support and advice to governing bodies so they have the knowledge and skills to be democratically accountable for strategic leadership, effective governance and for driving school improvement.	All Governing bodies demonstrate that they are democratically accountable for the strategic leadership of their schools and set the strategic framework to achieve their aims and objectives. Which leads to sustained and continued school improvement.	WBO 1 / Strategic Priority Strategy 5 WBO 1 / Strategic Priority 6	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> July 2024
5	In partnership with the EAS explore opportunities for governing bodies to function multi-lingually / bilingually for Welsh medium schools; including provision of information and in community languages.	All Governing bodies across the city are fully inclusive and include governors that reflect the ethnic and linguistic character of the school community.	WBO 1 / Strategic Priority 7	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023

<b>Objective 2</b>		<b>Learning and Engagement – To co-ordinate, support and provide a range of services to ensure equity of opportunity and high-quality provision, to prevent the disengagement of vulnerable pupils</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To work in partnership, to nurture &amp; support all learners, Families, and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust where we work in partnership to enable all to thrive in a transforming city.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Corporate Plan 2022-27 Strategic Equality Plan Digital Strategy Safer Newport <b>Estyn Recommendation 2:</b> Establish a coherent strategy across all relevant services to improve the outcomes of pupils eligible for free school meals <b>Estyn Recommendation 4:</b> Strengthen opportunities at a local authority level for children and young people to influence decisions that affect them				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do. <b>Well-being Objective 4</b> - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
<b>Well-being Strategic Priorities supported</b>		<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives. <b>WBO 3 / Strategic Priority 6:</b> Newport will be a City of Sanctuary which supports Asylum Seekers, refugees, and our global community to settle and become part of the community. <b>WBO 4 / Strategic Priority 5</b> - Promote and improve ways in which residents and businesses can interact with Council's democratic process and decision making				
<b>Objective Owner(s)</b>		<b>AHE: Engagement &amp; Learning</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	<b>(Estyn Rec 2)</b> Establish a coherent anti-poverty strategy across all service; building on the successes and learning of the Learn Well Plan.	The performance and wellbeing gap between key vulnerable groups of learners (BAME, Children Looked After (CLA), Free School Meals (FSM), Additional Learning Needs	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024

		(ALN) and other learners is decreased.				
2	Pilot a tiered approach to supporting Children Looked After learners, through effective cluster and partnership working with Children's Services and partners.	Personalised provision is in place for all CLA learners across most clusters, which supports good learner progress and well-being.  There is a reduction in the number of CLA learners transitioning into the Pupil Referral Unit (PRU) in Key Stage 4 (KS4).	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> September 2022	31 <sup>st</sup> December 2023
3	<b>(Estyn Rec 1)</b> Further develop the range of curriculum and support opportunities for pre-16 children who are looked after.	100% of pre-16 CLA pupils have access to an appropriate curriculum and support	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
4	Work in partnership with schools to reduce rates of persistent absenteeism including addressing long-term absences arising because of Covid-19.	Reduction in primary and secondary school rates of persistent absence.  Increase in the rates of overall attendance in all sectors	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
5	Implement an updated range of approaches to engage and support families who electively home educate their children in line with Welsh Government Guidance.	An accurate overview is in place of the numbers of children who are electively home educated in Newport.  All known EHE (Electively Home Educated) learners are offered support to access to an appropriate education	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
6	Ensure that young people who arrive in Newport as refugees, asylum seekers, UASCs or through the National Transfer Scheme are supported to maximise their time in education.	The performance and attendance gap between key vulnerable groups of learners and other learners is decreased.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
7	Embed the work of the Local Authority ICT Strategic Group to implement the Welsh Government Hwb EdTech	All schools in Newport meet the baseline national expectation for ICT infrastructure.	WBO 1 / Strategic Priority 5 Continuous Improvement Digital Strategy	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023

	programme, increase schools' use of Hwb and oversee the effectiveness of the SRS Service Level Agreement for schools	Increase in the use of Hwb in all schools. Increase in the number of schools receiving ICT support from the LA (Local Authority) preferred provider.				
8	Embed the work of the newly formed Post-16 Governance Group to ensure provision is meeting the needs of all learners and provides good value for money	Collaborative arrangements in all schools deliver a cost-effective provision. Improvement in ALPS quality indicator for individual schools.	WBO 1 / Strategic Priority 6	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
9	Support schools to ensure that learner pathways, aligned to curriculum for Wales, provide an appropriate choice for all learners both pre and post 16.	The performance gap between key vulnerable groups of learners and other learners is decreased at both pre and post16.	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024
Page 30 10	<b>(Estyn Rec 4)</b> Work with the Youth Council to improve links with learner participation groups across Newport and establish a mechanism to allow young people to shape the policies that affect them.	Effective communication is in place between the Youth Council and secondary school councils.	WBO 1 / Strategic Priority 5	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2023
11	Ensure that Gwent Music is ready to implement the new National Plan for Music and has the skills and capacity to support schools to deliver the new Curriculum for Wales	Increase in number of schools engaging in class and whole school curriculum and creative projects Increase in number of young people participating in music provision	Continuous Improvement	AHE: Engagement & Learning	1 <sup>st</sup> April 2022	31 <sup>st</sup> July 2024

<b>Objective 3</b>		<b>Inclusion &amp; Wellbeing To promote the inclusion and well-being of all pupils with a particular focus on supporting those pupils from vulnerable groups and those with ALN to make good progress in learning.</b>				
<b>Objective Outcome(s)</b>		<ul style="list-style-type: none"> <li>To inspire all those working in schools to engage motivate all learners to develop as resilient lifelong learners through a range of knowledge, skills &amp; experiences.</li> <li>To work in partnership, to nurture &amp; support all learners, Families and the wider community to ensure equality of opportunity and enable them to become confident, ambitious &amp; capable individuals.</li> <li>To promote a culture of mutual support and trust we will work in partnership to enable all to thrive in a transforming city. Inspirational teachers for aspirational learners.</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Strategic Equality Plan</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Estyn Recommendation 4:</b> Strengthen Opportunities at a local authority level for children and young people to influence decisions that affect them. <ul style="list-style-type: none"> <li><b>Delivery of the Corporate Plan Well-being Objective: 1 and Strategic Priority: 6</b></li> <li><b>Delivery of a Corporate Strategy and/or strategic plans - Strategic Equality Plan</b></li> </ul>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community-based activities supporting families and individuals to live positive and healthy lives.				
<b>Objective Owner(s)</b>		<b>AHE: Inclusion</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	<b>(Estyn Rec 4)</b> Develop and implement a Vision for Inclusion for the next 5 years, involving schools, learners, and partners.	The LA has a cohesive Inclusion vision developed with key stakeholders.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
2	To develop an effective feedback system for learners, parents and carers to support effective dispute resolution	The LA has effective feedback processes including dispute resolution systems are in place. Parents, carers and learners with ALN are satisfied with Inclusion services.	Continuous Improvement	AHE: Inclusion & Wellbeing	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2024

3	Ensure there are appropriate evaluation and accountability mechanisms in place to address bullying.	<p>The LA fulfils its duty in respect of anti-bullying legislations</p> <p>LA evaluation and accountability mechanisms are used effective in reducing incidents of bullying across all Newport Schools.</p>	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
4	Monitor the number and reasons for exclusions on a weekly, monthly, and termly basis; and provide support to schools to ensure Covid-19 response does not negatively influence the number of exclusions.	Exclusion rates continue to be reduced across the city and are in line with or better than the national average.	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
5	Implement the Additional Learning Needs (ALN) and Educational Tribunal Act 2018, with a particular focus on professional learning for the wider Education and Social Services teams.	All ALN pupils are appropriately supported through evidenced based interventions that are monitored to ensure positive pupil outcomes.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> August 2024
6	Develop a Post – 16 Transition Plan to support ALN learner at all points of transition up to the age of 25	All ALN learners are supported to secure an appropriate Post 16 placement; that meets their learning needs, up to the age of 25	WBO 1 / Strategic Priority 6	AHE: Inclusion & Wellbeing	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024
7	Extend specialist provision including Welsh medium within the city to accommodate needs identified through data trend analysis, ensuring that pupils are placed where their learning is best supported which will reduce the need for out of county placements.	Specialist ALN provision is available within the city reducing the dependence Out of County Placements.	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	AHE: Inclusion & Wellbeing	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

<b>Objective 4</b>	<b>Resources and Planning – To deliver high quality educational facilities and support functions to enable pupils to achieve their potential and support their communities and to expand Welsh medium education provision.</b>
<b>Objective Outcome(s)</b>	<ul style="list-style-type: none"> <li>To commit to taking a creative, innovative and informed approach to using resources effectively and provide the best quality education for all our learners.</li> </ul>
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>	<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Sustainable Communities for Learning Programme</b> <b>Estyn Recommendation 5: Deliver the strategic plans to develop Welsh-medium education further</b> <b>Climate Change Plan 2022-27</b>
<b>Well-being Objective Supported (If Applicable)</b>	<b>Well-being Objective 1</b> – Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 2</b> – A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
<b>Well-being Strategic Priorities Supported</b>	<b>WBO 1 / Strategic Priority 5</b> - Develop education facilities that support future generations to achieve their potential and positively contribute to their communities. <b>WBO 1 / Strategic Priority 6</b> - Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 1 / Strategic Priority 7</b> - Increase the number of Welsh speakers in Newport by improving access to Welsh education, supporting businesses, and promoting the Welsh language. <b>WBO 2 / Strategic Priority 1</b> - Become a net zero carbon council and city through the delivery of the Council’s Organisational Climate Change Plan and Local Area Energy Plan.
<b>Objective Owner(s)</b>	<b>AHE: Resources and Planning</b>
<b>Communication Support / Promotion (Yes / No)</b>	<b>Yes</b>

Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Complete all works linked to the Education Capital Programmes for 2022/23 and 2023/24 and ensure that any new grant funding allocations are targeted appropriately.	Individual projects will be progressed appropriately, and any additional funding will be used effectively to meet appropriate priorities within agreed funding terms and conditions.	WBO 1 / Strategic Priority 5 WBO 2 / Strategic Priority 1	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
2	Ensure that the individual projects within the Sustainable Communities for Learning Programme progress appropriately and within the overall programme funding envelope	Individual projects will be progressed within the allocated budget and to agreed timescales.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

3	Progress with the Accessibility Strategy for Schools through a phased approach to improve physical environments in schools.	Required access improvements to halls and classrooms for people with mobility or sensory impairments will be identified.  Funding for priority improvements will be subject to business case approval.	WBO 1 / Strategic Priority 5  WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
4	Deliver the 2022/23 Schools Reorganisation Programme.	Additional school places will be provided in both the mainstream and specialist sectors to meet projected demand. Specific projects for 2022/23 will focus on mainstream places in the primary sector and specialist places in the secondary sector.	WBO 1 / Strategic Priority 5	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	<b>(Estyn Rec 5)</b> Ensure that the new Welsh in Education Strategic Plan is implemented from September 2022, and that appropriate mechanisms are in place to monitor progress against targets.	The targets within the new WESP (Welsh in Education Strategic Plan) will be used to further support, promote, and develop Welsh-medium education across Newport over the next 10 years.	WBO 1 / Strategic Priority 7	AHE: Resources & Planning	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
6	Make appropriate arrangements to ensure that Welsh Government's policy to provide free school meals to all learners in primary schools is implemented within stipulated timescales.	All primary aged pupils are afforded the opportunity of a daily free school meal in line with current WG timelines.	WBO 1 / Strategic Priority 6	AHE: Resources & Planning	1 <sup>st</sup> April 2022	30 <sup>th</sup> September 2024

<b>Objective 5</b>		<b>Leadership and Management – To further develop a motivated, capable, and engaged workforce and to ensure the effective use of resources by schools.</b>				
<b>Objective Outcome(s)</b>		To consistently demonstrate resilient strategic leadership that is innovative, distributed, and creative at all levels and which inspires others to excel. To demonstrate pride in our city, its people and its heritage through celebrating individual and collective success, as ambassadors of Newport.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Welsh in Education Strategic Plan (WESP)</b> <b>Digital Strategy</b> <b>Sustainable Communities for Learning</b> <b>Strategic Equalities</b> <b>Estyn Recommendation 3:</b> Ensure that self-evaluation activities focus on the impact that services have on outcomes and their value for money.				
<b>Well-being Objective Supported (If Applicable)</b>						
<b>Well-being Strategic Priorities Supported</b>						
<b>Objective Owner(s)</b>		<b>Head of Service and Deputy Chief Education Officer</b>				
<b>Communication Support / Promotion (Yes / No)</b>		<b>No</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
35 1	Revisit service aims and values to consider whether they are currently valid in setting the strategic direction of Education across the City.	Reflection informs consideration of continuation or review of service vision, aims and values.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
2	Introduce twice yearly 'Rapid Reviews' of service areas.	Sharing of good practice across the service and teams support a culture of learning.  Improvements in systems, practice, and service delivery through improved peer to peer working and that robust quality assurance systems are in place.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	30 <sup>th</sup> April 2023
3	Review systems and processes for service self-evaluation and strategic planning, to include	Systems and processes for self-evaluation, at all levels, across the service, is accurate, based in	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023

	consultation with service users.	evidence, robust and informs strategic planning.  Strategic planning is based on the outcomes of self-evaluation at all levels of the LA at corporate, service and teams.				
4	Use the information from school development plans to inform service and team plans and to evaluate and review the impact and quality of the services we provide to schools.	Strategic planning is based on the outcomes of accurate and robust service and team self-evaluation and is reflective of school's strategic priorities.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> September 2022	31 <sup>st</sup> August 2023
5	Use the OECD Organisational Survey as a self-evaluation tool to improve service delivery and outcomes.	Service delivery and outcomes are aligned to a clear and agreed vision and learning plan.	Education Self-Assessment	Deputy Chief Education Officer	1 <sup>st</sup> July 2022	31 <sup>st</sup> July 2023
6	Map and expand participation of all Education Services staff in professional learning, through performance managements and through structured learning opportunities, research, and collaboration.	A consistent, high-quality approach to self-evaluation will be completed by all officers.  Value for money, high quality provision is offered by all central and commissioned services.	Continuous Improvement	Deputy Chief Education Officer	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
7	Review approved school budgets and investigate future spend plans where projected closing balances are more than £10,000 or 5% of the delegated budget (whichever is the higher).	Schools will be challenged in relation to large surpluses and in turn encouraged to consider revised spending plans in the short, medium, and long term.	Education Self-Assessment	Assistant Head of Education - Resources	April 2022	March 2024
9	Improve the work of Elected Members and members of statutory committees, through a programme of professional learning and improved engagement with schools.	Elected Members are well informed about key areas of Education Service work	Continuous Improvement	Deputy Chief Education Officer	September 2022	August 2023

# Performance Measures

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage of Young people NEET Year 11	No	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.4%	1.3%	1.8%	<b>1.3%</b>
Percentage of 16 - 18 yr olds not in education, employ or training (IP5) (A)	No	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.6%	2.6%	1.7%	<b>2.0%</b>
Percentage of Young people recorded as unknown following compulsory education	No	Annual	AHE Engagement & Learning	Careers Wales Data For Development	1.13%	1.09%	2.6%	<b>1.1%</b>
Percentage of Young people NEET 13 (IP5) (A)	No	Annual	AHE Engagement & Learning	Careers Wales Data For Development	2.1%	1.1%	0.5%	<b>1.1%</b>
<b>(New)</b> Percentage of schools inspected that are in an Estyn statutory category.	No	Annual	DCEO	Estyn	Not Available	Not Available	Not Available	<b>5%</b>
<b>(New)</b> Number of Permanent exclusions per 1,000 pupils	No	Annual	AHE Inclusion & Well-being	Newport Intelligence Hub	0.30	0.55	Not Available	<b>0.58</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
<b>Sustainable Communities for Schools Band B Programme</b>	Failure to drawdown funding to support Sustainable Communities for Schools Band B Programme	AHE Resources & Planning	12	4	Service Risk
<b>Demand for ALN and SEN Support</b>	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand for increasing need.	AHE Inclusion & Well-being	20	6	Corporate Risk
<b>Educational Out of County Placements</b>	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.	AHE Inclusion & Well-being	20	4	Corporate Risk
<b>Provision and planning of school places across all sectors</b>	The provision and sufficiency of school places across the City continues to pose short and longer term risks to the Council. Schools are regarded as sufficient if they are sufficient in number, character and equipment to provide all pupils the opportunity of appropriate education, including differing models of mainstream and specialist provision and encompassing English-medium and Welsh-medium demand.	AHE Resources & Planning	12	3	Service Risk
<b>Schools Finance / Cost Pressures</b>	In year cost pressures of schools are not met resulting in increased deficit budgets	AHE Resources & Planning	20	5	Corporate Risk
<b>(New) Suitability of the School Estate</b>	Backlog maintenance issues across the school estate could lead to business continuity issues in schools.	AHE Resources & Planning	TBC	TBC	TBC



# Prevention and Inclusion Service Plan 2022-24

## Contents

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Cabinet Member for Community Wellbeing	Councillor Deb Harvey
Director for Social Services	Sally Jenkins
Head of Service Prevention and Inclusion	Caroline Ryan- Phillips

## **Introduction**

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission '*To be provided*' and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their five year service plan. The Prevention and Inclusion Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

The Prevention and Inclusion service area is part of the Council's Social Services directorate, responsible for delivering a range of early intervention and preventative services. Embracing Prevention - one of the core principles of the Social Service and Wellbeing Act (Wales) 2014 and Wellbeing of Future Generations (Wales) Act 2015, the service area is structured to offer early help to families and individuals and strive to prevent escalation of support needs to statutory services. All teams work closely with a range of partners to deliver effective and timely support, working with individuals and families on what matters to them and will improve their lives.

Building on families own strengths and resources, interventions are tailored to develop and strengthen individual skills and coping strategies to manage their own lives and families. Support on parenting, mental health and educational attainment are some examples of the type of work undertaken.

### **Flying Start and Early Years services**

Flying Start and Early Years services provide quality part time childcare for young children. The programme helps children with their communication development and offers an enhanced health visiting service. Support is also available for parents and carers of young children where tips and strategies on managing behavior, feelings and relationships are also offered.

### **Youth and Play services**

Youth and Play services offer a range of provision for children and young people including Youth clubs and play groups. They provide and facilitate an environment which young people can relax, have fun whilst feeling secure, supported and valued. Young people can also access opportunities to gain national accreditations such as the Duke of Edinburgh award.

### **Preventions / Resilient Communities (new name to be decided)**

The merging of these two established teams will create an enhanced resource available to support individuals and families with a whole range of issues. Strategies for positive parenting, emotional regulation managing budgets and support building positive relationships are some areas of work undertaken.

### **Disabled Facilities Grant (new team name to be decided)**

Disabled Facilities Grants are available for disabled owner-occupiers, or tenants, that rent from private landlords to adapt their property. Discretionary grant funding is available for smaller adaptations which are not available under a Disabled Facilities Grant. The grants are utilised to prevent hospital admission and allow individuals to live in their home independently. The team work closely with Occupational Therapists to ensure all needs are adequately assessed and any adaptation work will bring improvement to the quality of individuals lives.

### **Substance Misuse**

Hosted by Newport, the regional team supports the work of the Area Planning Board (APB) and oversees all the contracting and monitoring of substance misuse services commissioned.

The APBs exist to provide a regional framework, to strengthen partnership working and strategic leadership in the delivery of Welsh Government substance misuse strategy (Working Together to Reduce Harm); and enhance and improve the key functions of planning, commissioning and performance management.

## **Prevention and Inclusion Objectives**

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering four objectives:

**Objective 1** - Deliver effective early intervention and preventative services for children, young people and families to remain in their own communities.

**Objective 2** - Deliver an appropriate range of inclusive early intervention and preventative services to meet the needs of children, young people and families.

**Objective 3** - Support families to lead emotionally healthy and happy lives in their communities.

**Objective 4** - Improve outcomes for children, young people and families building self-worth. Working with strengths based and trauma informed approaches.

## Transformation Plan / Service Area Projects

To support the successful delivery of the Council's Corporate Plan, NCC will have a Transformation Plan that will deliver the strategic programmes and projects that will contribute towards the delivery of the Corporate Plan. Service areas will also be delivering smaller scale projects that will contribute towards continuous improvement in the delivery of services as well as contributing towards the strategic priorities of the Council's Corporate Plan.

Programme / Project Title	Project Overview	Well-being Objective(s) supported (TBC)	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>CEMP / WCCIS</b>	The CEMP system is no longer fit for purpose and WCCIS has been identified to as a suitable replacement. This will improve information sharing between across service areas. The data in the CEMP system needs to be merged into WCCIS which will require ICT and SRS support.	Well-being Objective 3 Well-being Objective 4	No	Prevention & Inclusion Service Manager (MS)	Quarter 3 2023/24

## Workforce Development

To support workforce development across the Social Services Directorate and the Prevention and Inclusion service, the following actions have been identified as a priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Build on the existing work to support staff to access social care training including the Open University route to social work qualification	Retain staff in Newport and increase the pool of qualified social work staff	Service Manager (LJ), Adult Services	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Access appropriate regional and national workforce development groups to increase capacity and support the whole social care work force.	Increase the number of applications of staff to posts in Newport and retain staff within the social care workforce	Head of Service (NP), Children Services.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
<b>Prevention &amp; Inclusion</b> - In addition to routine supervision and team meetings, all teams to provide regular sessions for wellbeing and support.	Support staff in their own well-being and ensure staff are motivated and enabled to carry out their roles	Head of Service (CRP)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

# Service Area Objectives and Action Plan 2022-24

Objective 1		Deliver effective early intervention and preventative services for children, young people and families to remain in their own communities.				
Objective Outcome(s)		Enable individuals to remain safe and independent in their own environment, reducing the need for statutory services.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 (WBO3) – Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		<p><b>WBO3 / Strategic Priority 1</b> – Create a sustainable adult, children’s and prevention service through a co-production model with providers, service users and carers to meet our statutory duties, future demands and eliminate profit from children’s social care.</p> <p><b>WBO3 / Strategic Priority 3</b> – We will support individuals and carers to maintain their independence and support them when they need help by providing equitable access to early intervention and prevention support.</p> <p><b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives</p>				
Objective Owner(s)		Head of Service				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Improve use of smart technology to assist with safe and independent living	Individuals supported to remain in their own homes and communities	WBO3 / Strategic Priority 3	Adaptations Manager (DS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Explore effective models for early intervention and preventative support, offering timely and meaningful interventions	Improved outcomes for individuals and families, whilst reducing the need for statutory services	WBO3 / Strategic Priority 3	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
3	Develop an effective communication strategy for Prevention and Inclusion	Use of social media and intranet to promote available support, having greater reach into communities	WBO 3 / Strategic Priority 1	Prevention and Inclusion Service Manager (MS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
4	To deliver a strong and consistent safe network of open access Youth & Play clubs within local communities across the City of Newport	Children will have greater access to community support, advice and guidance, with improved safeguarding oversight	WBO 3 / Strategic Priority 4	Team Manager Youth & Play Services (BA)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

<b>Objective 2</b>		<b>Deliver an appropriate range of inclusive early intervention and preventative services to meet the needs of children, young people and families.</b>				
<b>Objective Outcome(s)</b>		<b>Ensure that services evolve and are designed and developed in response to local service gaps and pressures. Services are inclusive and accessible.</b>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<p><b>Well-being Objective 2</b> - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.</p> <p><b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.</p>				
<b>Well-being Strategic Priorities Supported</b>		<p><b>WBO 2 / Strategic Priority 1</b> - Become a net zero carbon council and city through the delivery of the Council's Organisational Climate Change Plan and Local Area Energy Plan.</p> <p><b>WBO3 / Strategic Priority 1</b> – Create a sustainable adult, children's and prevention service through a co-production model with providers, service users and carers to meet our statutory duties, future demands and eliminate profit from children's social care.</p> <p><b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives</p>				
<b>Objective Owner(s)</b>		<b>Head of Service</b>				
<b>Communication Support / Promotion (Yes / No)</b>		<b>Yes</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Develop a range of services that sit within Prevention and Inclusion service area	Appropriate services established to respond and support families and children with their multi- faceted needs	WBO 3 / Strategic Priority 1	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Undertake Children and Young Persons Substance Misuse needs assessment.	Inform future substance misuse commissioning, ensuring children and young have access to appropriate and meaningful support.	WBO 3 / Strategic Priority 4	Substance Misuse Team Manager (LM)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
3	Invest in programmes aligned to whole system change as part of the vision for the Prevention and Inclusion service area.	Services commissioned are informed by comprehensive evidence base, local need and service gaps – better placed to respond to individual and community needs	WBO 3 / Strategic Priority 1	Prevention and Inclusion Service Manager (MS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

4	Develop a high-quality city-wide Youth Service provision.	Children will have access to out of hours youth provision for emotional support and activities.	WBO 3 – Strategic Priority 4	Team Manager Youth and Play (BA)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
5	Improve participation of children and young people ensuring their voices are heard and contribute to inclusive service-design.	Inclusive services are developed in partnership with users – including Welsh medium provision, those with disabilities, and special interest groups.	WBO 3 – Strategic Priority 1	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
6	To support families to reduce the carbon reduction of their homes where Adaptations are provided.	Collaborating with the Council's Carbon Reduction Team and other Housing Services to explore opportunities for the Adaptations team to consider providing information and guidance to help households improve the efficiency of their homes and reduce their carbon emissions.	WBO 2 / Strategic Priority 1	Adaptations Manager (DS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
7	Merger of Prevention and Resilient Communities teams.	Families will have access to a wider resource offering a range of evidence-based interventions	Not applicable	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023

<b>Objective 3</b>		<b>Support families to lead emotionally healthy and happy lives in their communities</b>					
<b>Objective Outcome(s)</b>		<b>Support families to recognise their own strengths and resources. Assist them to manage and navigate existing economic climates to minimise growth in poverty and child deprivation</b>					
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Corporate Plan 2022-27					
<b>Well-being Objective Supported (If Applicable)</b>		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.					
<b>Well-being Strategic Priorities Supported</b>		WBO3 / Strategic Priority 3 – We will support individuals and carers to maintain their independence and support them when they need help by providing equitable access to early intervention and prevention support.					
<b>Objective Owner(s)</b>		Service Manager (MS)					
<b>Communication Support / Promotion (Yes / No)</b>		Yes					
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date	
1	Consider widening scope for utilising discretionary grant funding.	Increased offer of adaptations to support poor mental health affecting individuals.	WBO 3 / Strategic Priority 3	Adaptations Manager (DS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	
Page 47	2	Commission services that are well placed to respond to issues impacting on residents – such as poverty and cost of living crisis.	Services are responsive, flexible, and promote longer term positive outcomes for families faced with challenges	WBO 3 / Strategic Priority 3	Prevention and Inclusion Service Manager (MS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
	3	Establish formal collaboration with health and third sector to maximise support for emotional health and wellbeing.	All individuals receive holistic and trauma informed responses utilising psychological approaches.	WBO 3 / Strategic Priority 3	Prevention and Inclusion Service Manager (MS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
	4	Recommissioning of Families First Grant from Welsh Government.	Families and individuals have access to relevant support services to meet their needs	WBO 3 / Strategic Priority 3	Prevention and Inclusion Service Manager (MS)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
	5	Obtain bronze quality standards of Youth Service	Children and young people will receive a qualitative youth provision with clearly defined standards	Not Applicable	Team Manager Youth and Play (BA)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023

<b>Objective 4</b>	<b>Improve outcomes for children, young people and families building self-worth. Working with strengths based and trauma informed approaches</b>
<b>Objective Outcome(s)</b>	<b>All services to enhance and support opportunities for individuals to aspire and achieve potential.</b>
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>	<b>Corporate Plan 2022-27</b>
<b>Well-being Objective Supported (If Applicable)</b>	<b>Well-being Objective 3 – Newport is a supportive city where communities and care are at the heart of what we do.</b>
<b>Well-being Strategic Priorities Supported</b>	<b>WBO3 / Strategic Priority 1 – Create a sustainable adult, children’s and prevention service through a co-production model with providers, service users and carers to meet our statutory duties, future demands and eliminate profit from children’s social care. WBO 3 / Strategic Priority 4 – Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives.</b>
<b>Objective Owner(s)</b>	<b>Service Manager (MS)</b>
<b>Communication Support / Promotion (Yes / No)</b>	<b>No</b>

<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Explore and utilise evidence-based interventions that are goal and family focussed.	Smarter use of resources whilst improving outcomes for individuals.	WBO 3 / Strategic Priority 1	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Implement robust service performance management processes.	High quality and effective services are available to support individuals and are responsive and flexible.	WBO 3 / Strategic Priority 1	Prevention and Inclusion Service Manager (RW)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
3	Improved offer of opportunities and activities supporting children and young people to develop, grow, and learn new skills through formal and informal education.	Children and young people are inspired to achieve, supported by a trained trauma informed workforce.	WBO 3 / Strategic Priority 4	Youth & Play Services Team Manager (BA)	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

# Performance Measures

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Target 22/23
Number of Disabled Facility Grants completed yearly	No	Annual	Prevention and Inclusion Service Manager (RW)	Adaptations Manager (DS)	90
Number of Information, Advice and Assistance (IAA) contacts made with children and young people.	No	Annual	Prevention and Inclusion Service Manager (MS)	Finance & Administrative Officer (MT)	No target
Number of children and young people achieving national and local accreditation with Youth Service.	Yes	Annual	Youth and Play Team Manager (BA)	Finance & Administrative Officer (MT)	150
Number of Youth Service Projects delivered.	No	Annual	Prevention and Inclusion Service Manager (MS)	Finance & Administrative Officer (MT)	6
Number of childcare spaces (Flying Start): <ul style="list-style-type: none"> <li>• Medium of Welsh</li> <li>• Medium of English</li> </ul>	No	Annual	Prevention and Inclusion Service Manager (MS)	Quality and Performance Manager (RN)	Welsh 28 English 662 Total - 690
Attendance figures at childcare provisions (Flying Start).	No	Annual	Prevention and Inclusion Service Manager (MS)	Quality and Performance Manager (RN)	60%
Number of places taken up in parenting groups resulting in positive distance travelled.	No	Annual	Prevention and Inclusion Service Manager (MS)	Quality and Performance Manager (RN)	60%
Number of places taken up on community speech and language group provision.	No	Annual	Prevention and Inclusion Service Manager (MS)	Quality and Performance Manager (RN)	200
Number of newly eligible children requesting childcare in Welsh medium (Flying Start)	No	Annual	Prevention and Inclusion Service Manager (MS)	Quality and Performance Manager (RN)	2%
Number and percentage of participants with improved emotional/mental wellbeing.	Yes	Annual	Prevention and Inclusion Service Manager (RW)	Quality and Performance Manager (RN)	100 100%
Percentage of participants whose financial situation has stabilised or improved.	Yes	Annual	Prevention and Inclusion Service Manager (RW)	Quality and Performance Manager (RN)	40%
Quality of life for substance users is improved or unchanged between start and most recent review /exit.	Yes	Annual	Substance Misuse Team Manager (LM)	Area Planning Board Data and Process Improvement Officer (PT)	82%

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Target 22/23
Number of individuals who engage with substance misuse services between assessment and planned ending of treatment,	No	Annual	Substance Misuse Team Manager (LM)	Area Planning Board Data and Process Improvement Officer (PT)	75%

## Service Area Risk Register

Below is a copy of the service area risks that are currently captured on the Council's Mi Hub (InPhase). Please review these risks and amend any details as necessary. Finally, please confirm if the risk is to stay or if it should be closed.

Risk Title	Risk Description	Risk Owner (Service Manager)	Inherent Risk Score	Target Risk Score
<b>Prevention &amp; Inclusion service area grants</b>	Losing grant funding and/or significant grant reduction to deliver Preventative & Inclusion services impacting on vulnerable and disadvantaged communities in Newport.	Service Manager (MS)	12	6
<b>Removal of Disabled Facility Grants means testing</b>	Proposed removal of means testing to medium adaptations recommended by Welsh Government. This will mean adaptations would be available to a wider span of residents in Newport (private homeowners and private tenants), with financial impact and risk to the council	Integrated Family Support Service Manager (RW)	12	4

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# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: November 2022

### Subject Scrutiny Adviser Report

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Samantha Schanzer (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

## Section A – Committee Guidance and Recommendations

### Recommendations to the Committee

The Committee is asked to:

**1. Action Plan**

Consider the Actions from previous meetings (**Appendix 1**):

- *Note the responses for the actions;*
- *Determine if any further information / action is required;*
- *Agree to receive an update on outstanding issues at the next meeting.*

**2. Committee’s Work Programme:**

Consider the Committee’s Forward Work Programme Update (**Appendix 2**):

- *Are there any amendments to the topics scheduled to be considered at the next Committee meeting?*
- *Are there any additional invitees that the Committee requires to fully consider the topics?*
- *Is there any additional information that the Committee would like to request?*

## 2 Context

### Background

2.1 Attached at **Appendix 1** is the Action Sheet from the Committee meetings. The updated completed actions are included in the table.

- 2.2 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.
- 2.3 Attached at Appendix 2 is the Forward Work Programme. The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.4 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages ([www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)).
- 2.5 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 2.6 The Forward Work Programme was set in August 2022 and is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.7 The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

### **3 Information Submitted to the Committee**

- 3.1 The following information is attached:

**Appendix 1:** Action Sheet from Previous Meetings;  
**Appendix 2:** Forward Work Programme

### **4. Suggested Areas of Focus**

**Role of the Committee**

**The role of the Committee in considering the report is to:**

- **Action Sheet from Previous Meetings - Appendix 1**
  - Consider the responses to the actions from the meeting;
  - Are you satisfied that you have received the necessary information?
  - Are there any further issues arising from the responses that you would like to raise?
  - For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.
- **Forward Work Programme Update - Appendix 2**

Consider:

  - Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
  - Are there any additional invitees that the Committee requires to fully consider the topics?
  - Is there any additional information that the Committee would like to request?

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

### 6. Links to Council Policies and Priorities

- 6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.
- 6.2 This report relates to the Committee’s Work Programme, Actions from Committee’s and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
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<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People	Resilient Communities
<b>Supporting Function</b>	Modernised Council		

## 7 Wellbeing of Future Generation (Wales) Act

7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

### 7.2 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

### 7.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
  - *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

### 7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
  - **Long Term**  
*The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs*
  - **Prevention**  
*How acting to prevent problems occurring or getting worse may help public bodies meet their objectives*
  - **Integration**  
*Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies*
  - **Collaboration**  
*Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives*
  - **Involvement**  
*The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.*

## 8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: November 2022

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**PERFORMANCE SCRUTINY COMMITTEE - PEOPLE  
ACTION SHEET – 26.07.22**

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	Children and Young People's End of Year Report	Letter from Care Inspectorate Wales regarding findings be distributed to committee	Director of Social Services/Scrutiny Advisor	ESCALATED
2	Children and Young People's End of Year Report / Adult Services End of Year Report	Breakdown of underspend reallocation be distributed to committee	Director of Social Services/Heads of Service (Social Services)/Scrutiny Advisor	ESCALATED
3	Children and Young People's End of Year Report	Visit to Windmill Farm be arranged once complete	Director of Social Services/Scrutiny Advisor	ONGOING – Date TBA
4	Adult Services End of Year Report	Provide information to committee regarding Newport specific Home First data	Head of Adult Services/Scrutiny Advisor	ESCALATED
5	Children and Young People's End of Year Report / Adult Services End of Year Report	Schedule information sessions for committee regarding the change from DOLS to LPS and the national performance measure data	Director of Social Services/Heads of Service (Social Services)/Scrutiny Advisor	ESCALATED

6	Conclusion of Committee Reports	Forward comments and recommendations to Director of Social Services/Heads of Service (Social Services)	Scrutiny Advisor	COMPLETED – 27.07.22
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# Scrutiny

## Performance Scrutiny Committee – People

### Draft Work Programme: June 2022 to May 2023

Meeting	Agenda Items
12/07/2022	<ul style="list-style-type: none"> <li>End of Year Performance Reviews - Education</li> </ul>
26/07/2022	<ul style="list-style-type: none"> <li>End of Year Performance Reviews – Social Services</li> </ul>
13/09/2022	<ul style="list-style-type: none"> <li><i>Cancelled</i></li> </ul>
11/10/22	<ul style="list-style-type: none"> <li><i>Cancelled</i></li> </ul>
15/11/2022	<ul style="list-style-type: none"> <li><i>Cancelled</i></li> </ul>
29/11/2022	<p><b>New Service Plans – Aims, Objectives and Measures: Part 1 – Education and Prevention and Inclusion</b></p> <p><b>Performance Monitoring - holding the executive to account for the Council's performance, focusing on:</b></p> <ul style="list-style-type: none"> <li>Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives, Actions and Performance Measures.</li> </ul>

06/12/22	<ul style="list-style-type: none"> <li>▪ <b>New Service Plans – Aims, Objectives and Measures: Part 2 – Children’s and Adult Services</b></li> </ul> <p><b>Performance Monitoring - holding the executive to account for the Council’s performance, focusing on:</b></p> <ul style="list-style-type: none"> <li>○ Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives, Actions and Performance Measures</li> </ul> <ul style="list-style-type: none"> <li>▪ <b>Director of Social Services Annual Report 2021-22</b></li> </ul>
24/01/2023	<ul style="list-style-type: none"> <li>▪ <b>Draft Budget Proposals 2023-24 and Mid Term Financial Projections</b> <ul style="list-style-type: none"> <li>○ Pre decision – to receive and comment on the Cabinet draft proposals as part of the Budget Consultation Process, prior to a final decision being taken by the Cabinet</li> <li>○ Scrutinising of Service Area specific proposals within Committee’s remit as part of the budget consultation process</li> </ul> </li> <li>▪ Assessing the anticipated impact of the budget proposals.</li> </ul>
28/02/2023	<ul style="list-style-type: none"> <li>▪ <b>Prevention and Inclusion (update) : TBA</b></li> </ul> <p><b>Children and Adult’s Services Regulatory Inspection Reports : TBA</b></p>